Manitoba

Annual Report 1985 - 86

Business Development and Tourism

Manitoba

Minister of
Business Development
and Tourism

Winnipeg, Manitoba, CANADA
R3C 0V8

To His Honour
Dr. George Johnson
Lieutenant-Governor of Manitoba

May It Please Your Honour:

I have the privilege of presenting for the information of Your Honour the Annual Report of the Department of Business Development and Tourism for the period beginning April 01, 1985, and ending March 31, 1986.

Respectfully submitted,

Maureen Hemphill

Honourable Maureen Hemphill
Minister of Business Development and Tourism

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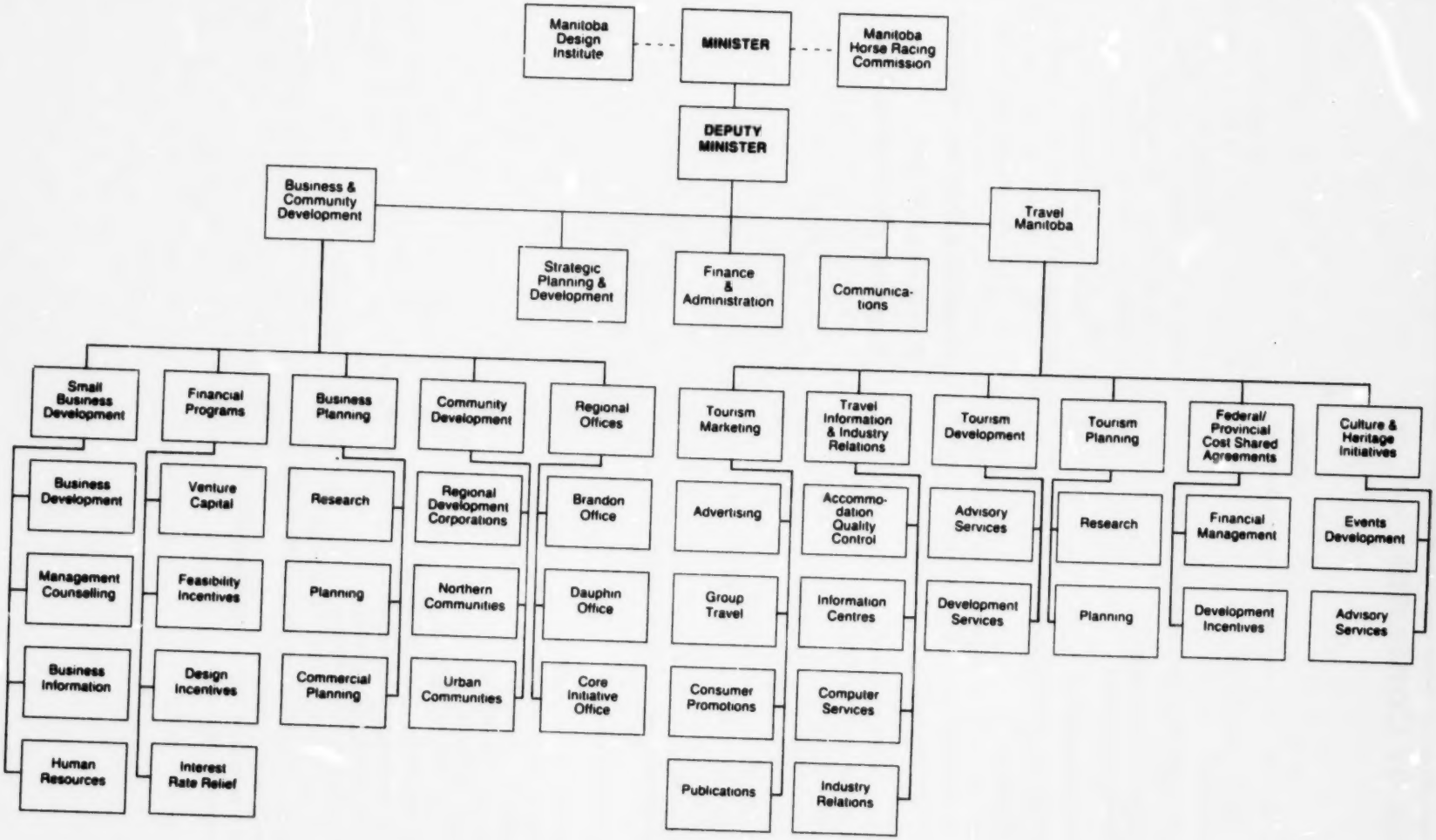
Organization Chart — Manitoba Business Development and Tourism — 1985-86



Strategic Planning and Development

The primary responsibility of the Strategic Planning and Development Branch is to support the planning process in the department including the implementation, at the pilot project stage, of new initiatives approved by the Department Management Committee. To accomplish this, the Branch works in seven responsibility areas:

Computer Systems
— Ensuring the planning process is supported by the necessary technology.

Data Base Management
— Ensuring information for planning and program monitoring is developed.

Support for Session
— Ensuring the economic and program information required is available.

Support for Estimates
— Coordination of the compiling of Departmental Estimates.

Planning Process
— Structuring and coordinating the Departmental Strategic Planning process.

Research
— Providing information and analysis for planning and implementation.

Development
— Ensuring ideas rising from the planning process can be implemented on a pilot project basis.

Activities

Computer Systems
— Included upgrading of existing systems software; specifications and installation of systems in Small Enterprise Development Centre in Winnipeg.

Planning Process
— Included departmental planning conference and Strategic Programs Overview document for Cabinet planning conference.

Data Base Planning
— Through the Branch, the Department has access to the databases in the I.P. Sharpe System, AERIC (the Conference Board of Canada), The Source, BRS After Dark and CISTI/CANOLE. Work was begun on a pilot project to develop a department client database which contains some 23,000 businesses in Manitoba and can be accessed from any of our offices. Another pilot project is the installing of the Federal Business Development Bank AIM (Automated Information for Management) database on specially-designed hardware at the Winnipeg Business Development Centre. It contains descriptions of all Federal and Provincial Business Support programs. Also, a purchasing directory was designed and a pilot implemented for the "Opportunities '86" show in March. It includes details of purchases by major Manitoba businesses and organizations, so that small companies can develop and follow-up leads.

Communications

The Communications Branch primary objective is to assist the Department of Business Development and Tourism with the communication/promotion of all programs relating to its strategic priorities and aims, by developing and supporting departmental communications with the public.

The branch continued to provide publications and information services for the department. This included advice on the development and production of departmental publications and a variety of promotional materials, along with communications strategies and proposals to support positive public and media relations.

Activities

The branch responded to requests from the Minister's and Deputy Minister's offices and from other branches for a variety of communication materials, including brochures, pamphlets, news releases, speeches, etc. As well, the branch responded to general enquiries and requests from the public.

The branch produced the "Report On Small Business," a quarterly publication consisting of articles which deal with small business activities in Manitoba and information about courses, seminars and departmental programs and functions. This publication is distributed free of charge to small businesses throughout the province.

"Getting To Know Us," a publication which provides general information about the department, was revised and reprinted in 1986.

To assist new and expanding business operations, the branch also provided advice and organizational and promotional support for formal "plant openings."

Publications and advertising on behalf of Travel Manitoba are listed under the Tourism Marketing Section.

Business and Regional Development

The objective of the Business and Regional Development division is to increase the number and quality of new enterprises and expansions and to improve the viability of existing small business operations in Manitoba.

In addition, the division assists rural and northern clients, groups and organizations, including special interest and ethno-cultural associations, to develop indigenous industrial and commercial projects and opportunities. The programs and services provided by the division are fully integrated and complementary and the total available resources of the division are accessible to the benefit of any specific project or client.

Business Development

Staff consultants provided direct support and also used complementary programs such as Venture Capital and Technology Commercialization whenever possible. Assistance was provided in determining financing requirements, assessment of market potential and strategies, evaluating production methods and preparing feasibility studies. Branch personnel also coordinated the services of various federal agencies, such as the Federal Business Development Bank, the National Research Council and the Department of Regional Industrial Expansion.

Activities

The Business Development Branch during the 1985-86 fiscal year assisted in 55 projects which resulted in the creation of 410 new manufacturing jobs. The diverse range of products produced by these new or expanding firms included fibreglass window frames, radiant heaters, plastic insulators, plastic bags, furniture and culverts.

Because of Manitoba's improved economy, the branch in this fiscal year again needed less staff resources for its program to assist manufacturing firms in financial difficulty. The branch worked with lenders, creditors, investors and employees to ensure that every alternative to save a business and its jobs was examined. In cases where the business was maintained, new equity and/or loan arrangements were initiated and coordinated by the branch. These efforts resulted in the continuance of 150 jobs in 9 firms.

Increased resources were allocated to identifying opportunities for Manitoba firms this year. Two major initiatives undertaken for this purpose were:

1. Prospect '86, Manitoba Business Opportunities Exchange.

   Thirty-two major exhibitors from the private and public sectors displayed products purchased outside Manitoba which could potentially be obtained in the Province. More than 1,200 existing or potential suppliers of these products attended the Exchange to investigate opportunities.

2. Prospect '86, Manitoba Business Opportunity Directory.

   This Directory identified the purchasing requirements of all exhibitors in Prospect '86 and their general purchasing policies.

Thorough assessments were made of these projects and the response by attendees and exhibitors was extremely positive. Opportunities with favourable production potential by Manitoba firms were identified as most prevalent in the health care and industrial product areas.

Regional and Community Development

The purpose of this Branch is to strengthen the self-reliance of individuals, groups and communities in the interest of maximizing potential capital investment and long term job creation.

Activities

Regional Development Corporations

RDCs are non-share capital corporations funded by member municipalities and the Province. The primary purpose of each RDC as a formal working alliance of all relevant organizations is to foster the economic development of a region by achieving the objectives as set out in its regional economic development action plan. Provincial funding for the 1985/86 fiscal year was $593,300.

The six active corporations are: Norman Regional Development Inc.; Parkland Regional Development Inc.; East-Man Regional Development Inc.; Central Plains Inc.; Interlake Development Corporation Inc.; and Pembina Valley Development Corporation.

During the 1985/86 fiscal year the six RDCs undertook the major project of compiling community profiles for 76 communities in Manitoba. Five hundred copies were printed and distributed to government departments, libraries and municipal offices. Other major initiatives taken by the RDCs included: manager skills upgrading, advertising/promotional campaigns and local and regional planning. They also acted as Regional Business Centres and assisted in the establishment or expansion of business in their regions.

Remote Communities Economic Development Program

This program, financed through the Jobs Fund, was initiated in September, 1984. It is staffed by two development officers.

The intent of the program is to provide northern and remote communities with professional business and advisory services to foster entrepreneurial activities and socio-economic development through local initiatives. In addition, the officers play an important role in policy and program formation and execution to ensure the greatest possible involvement of northern entrepreneurs in any business opportunities created by local and regional construction and/or resource development projects.

In addition to business planning and funding proposal preparation services to entrepreneurs, 1985/86 activities included resource and opportunity identification assistance to community councils and/or community development corporations, assisting redevelopment efforts by the Town of Lynn Lake when confronted with the mine closure and participating in various intergovernmental committees charged with obtaining maximum northern and native business benefits from the Limestone Hydro project.

Urban Development

This program, financed through the Jobs Fund, was initiated in November, 1984. It is staffed by one development officer.

The objective of the program is to bring local development organizations to an administrative and management level which will give them the means to fully develop the economic potential of their area. To achieve this objective, the officer provides technical and consultative assistance in the areas of organizational development and planning, preparation of community economic development strategies and the identification of new business opportunities. The officer works directly with the communities and also acts as a liaison between these communities and the relevant departments in both the federal and provincial governments. As a liaison, the officer is able to provide advice as to how the various federal and provincial departments better co-ordinate their programs at the community level.

Community Development Program

The Community Development Program was established in 1985 and is administered by the Urban Development Unit. The purpose of the program is to provide support to communities or groups of communities who wish to assume responsibility for their socio-economic development. Major activities undertaken under this program are organizational development and preparation of community economic development strategies. Program grants, to a maximum program contribution of $20,000, are matched on a 50/50 basis by communities.

Winnipeg Business Development Centre

The Winnipeg Business Development Centre is designed to provide a total "one-stop" resource for small businesses by providing access to a variety of technical and business consulting services.

Activities

Management Development and Training

This program offers courses and seminars in Winnipeg and communities throughout the province to enable entrepreneurs to develop innovative strategies and improve existing management skills. Specialized classes are also provided to meet the unique needs of women entrepreneurs and business people from various ethnic backgrounds. During the fiscal year 1985-86, approximately 1600 participants attended 105 courses and seminars. A number of these entrepreneurial development programs were delivered through the Winnipeg School System and other co-operating bodies. An audio-video resource centre has been developed with films and tapes relating to small business management. These resources are available to the public at no charge.

Small Business Counselling

This program provides assistance to businesses in a number of sectors, including retail, service and manufacturing. Services are offered in accounting and financing, marketing, production and general business. The consultants at the Centre have provided assistance to 592 Winnipeg clients and 179 rural clients during the fiscal year.

Small Business Information

The Centre provided assistance in the form of advice, counselling and information to 8,400 clients in Winnipeg and rural Manitoba during the fiscal year 1985-86. The service is provided by telephone, mail and personal meetings with potential and existing entrepreneurs. A total of 28 self-help booklets in a series entitled Small Business Management Systems and another called Entrepreneurs' Handbooks were also developed and updated by the Centre during the fiscal year.

Manitoba Design Institute

The activities of the MDI were delivered through the W.B.D.C. The MDI's Annual Report is included in this publication.

Other Activities

Design Assistance for Small Projects (DASP) provided assistance totalling $30,000 on a cost-shared basis to 30 clients.

Master of Business Administration (MBA) Student Consulting Program assisted 19 small business clients during the summer of 1985.

Counselling Assistance to Small Enterprise (CASE) assisted 222 clients in rural Manitoba by cost-sharing consulting fees.

The W.B.D.C. provided significant management consulting support to Jobs Funds programs such as Youth Business Start, Technology Commercialization and InfoTech programs.

Brandon and Parkland Business Development Centre

The Brandon and Dauphin Business Development Centres' role is to promote and stimulate entrepreneurial endeavours among individuals and groups to enhance the business climate of Westman and Parkland areas.

Activities

The Centres' programs were structured to provide support in the following areas:

1. Business and Entrepreneurial Development
2. Management Consulting
3. Management Training and Development
4. Outreach Activities
5. Crisis Support

Business and Entrepreneurial Development

The Centres provide a "one-stop" shop for resources. The Brandon Centre has a staff of four and also houses a Manufacturing Engineer-MRC consultant. Approximately 1,200 business and tourism enquiries are handled annually; 500 originating in rural areas. The Dauphin Centre is staffed by one consultant and a part-time administration person and handles 600 enquiries annually.

Management Development

The Centres provided consulting services to a wide variety of firms in the past year. They assisted with the preparation of business plans that included identifying business opportunities, which encouraged regional capital investment and strived to improve the management capabilities of community entrepreneurial endeavours.

Several firms received extensive support in the areas of financial/grant preparation, marketing, production, human resource development, accounting/bookkeeping and technical/design.

Grant program development and applications included the Go-World Class program (23 enquiries/4 proposals), Venture Capital Corporations, Jobs Fund Wage Assistance, Financial Assistance for Small Manufacturers, Technology Commercialization Program, Department of Regional Industrial Expansion and Industrial Regional Development Program.

The Business Development Centres provided coordination and support services to the Department of Employment Services and Economic Security through the delivery of the Youth Business Start Program. Funding was available from January/85 - June/85, October/85 - April/86. Approximately 213 applications/enquiries have been fielded through the Centres. Sixty-five half-day orientations were held at the Centres.

Management Training and Development

Seminars initiated by the Brandon and Parkland Centres included: Effective Merchandising, Employment Standards & Source Deductions, Tax Tips for Small Business, Limestone Purchasing Seminar, Effective Selling Techniques, Business Information Sessions, Manitoba Marketing Network and the TASK FORCE for Business Regulations.

Business Management courses delivered by the Centres included Dauphin's 30-hour Bookkeeping course and Brandon's How to Start Your Own Business.

The Centres delivered eight workshops on the Introduction to Micro-computers topic. These training programs were not offered by existing agencies.

Outreach Activities

Contacts made in the Community Information Program were maintained. This included continuing contacts in 35 communities in Western Manitoba and the Parkland area. Community contacts and centre staff exchange views on the communities' concerns regarding business and economic development, departmental resources and programs. Communities

provided assistance with the development of the Brandon Business Development Centre manufacturers' directory and Regional Development Corporation (R.D.C.) Community Profile system. Community profiles are now accessible on computer. The Brandon Centre's services are comparable to those of a R.D.C. office to the communities, organizations and individuals. Such an office is presently non-existent in the Westman Region.

These long term relationships are expected to strengthen our rural outreach activity.

Community Activity

The Centres employed three STEP students for a period of 10 weeks in 85/86. Assiniboine Community College Business Administration students were placed in five businesses to receive practical work experience and utilized the Centre's resources throughout their placements. Business placements included Can-Mark Manufacturing, Frame-Ups, Westman Plastics Ltd., Gulf Oil Canada and Manco Dairies. One student was used at the Brandon Centre to update directories, implement computer resources and update the Community Profiles system.

The Centres maintain a strong link with the following agencies and community organizations. Consulting activity has increased as a result of these working relationships.

Federal Business Development Bank, Brandon Industrial Commission, Dauphin and Area Chambers of Commerce, Brandon & Rural Chambers of Commerce, T.I.A.M., Educational Institutions, Minot Chamber of Commerce, Manitoba Metis Federation, Youth Employment Centre, Canada Employment Centre, Brandon Career Symposium, Dauphin Economic Dev. Committee, Manitoba Marketing Network, Parkland Regional Development Corporation, Snow Lake Dev. Centre, Winnipegosis Dev. Board, A.C.C. Parkland and Brandon Campus and the Dauphin Opportunity Centre.

Major support was provided to the Brandon LEAD Corporation during the development of the new Brandon Venture Corporation.

Crisis Support

The Centres provided crisis support, preparation of financial documentation for grant programs and development consulting to the following companies:

Briss Greenhouses, Town of Souris, Dauphin Alfalfa, Thunder Mountain Waterslide Park, Behlen Industries, Atom-Jet Industries, Dring Canada Ltd., Signline Graphics and Souris Plastics.

Manitoba Marketing Network

The Manitoba Marketing Network (Inc.) is a private-public partnership between the Department of Business Development and Tourism and members of Manitoba's business community. It was established on the initiative of the Department, with the co-operation and support of key members of Manitoba's business community. Its purpose is to facilitate the sharing of up-to-date practical marketing knowledge between entrepreneurs/executives who are currently running successful companies and new or expanding businesses in need of marketing assistance.

Activities

Several organizational and planning meetings were held by the Network founders to bring it from conception to reality during fiscal 1985-86. This led to incorporation in the Fall of 1985, with a volunteer executive and board of directors representing business executives from Winnipeg, Brandon, Dauphin and Winkler.

Two practical marketing seminars were held to publicly launch the Network: Winnipeg - November 18, 1985 and Brandon - March 17, 1986. The two seminars combined represented a total attendance of 130, 98 of whom were people from the small business sector. Seventeen volunteer corporate executives personally participated in the two events. One-on-one consultations with small businesses needing marketing assistance were subsequently provided by Network members.

The Department furnished cost sharing to the Manitoba Marketing Network to offset the expenses incurred for the Winnipeg and Brandon seminars, in the amounts of $8,000 and $3,500 respectively.

Administration and Planning

Administration and Planning provides for the operation of the office of the Assistant Deputy Minister, who is responsible for the management of Business and Regional Development. The branch is responsible for strategic planning and co-ordination of program implementation in the Division. Additionally, the branch administers special projects such as regulatory review and federal-provincial negotiations of agreements (i.e. Industrial Regional Development Program Devolution and Winnipeg Core Area Initiative) and Youth Entrepreneurship and Employee Ownership programs.

Employee Participation — Gain & Equity Sharing

The purpose of this program is to provide Manitoba business and employees with information, training and financial assistance to increase both gain and equity sharing systems in Manitoba. Funding is provided through the Manitoba Jobs Fund.

Activities

The program continued to provide Manitoba businesses and employees with information on gain and equity sharing arrangements in Manitoba.

One major feasibility study consulting contract was cost-shared on a 80/20 basis with employees of Lawson Graphics Limited — the department's share was $23,000. This led to the successful purchase of that business from the multinational parent. The new company is now known as L.G.M. Graphics Inc. and is one of Manitoba's largest printing firms, with annual gross sales in excess of $21M and employing 160 people.

A Manitoba Employee Ownership Handbook was completed along with a teacher's guide and student course material. Both documents are currently being distributed to appropriate users.

In addition, study work started on a labour-sponsored investment corporation, with the intention of having the fund in operation in the fiscal year 1987/88.

Venture Capital Program

The Venture Capital Program was launched in 1983 to stimulate the flow of equity capital into selected small Manitoba businesses. A secondary but important objective was to bring the expertise of private investors to the small business.

Under the program, private investors and the Province purchase shares in a Venture Capital Company (VCC) on a 65-35 percent basis. The VCC, in turn invests in the equity of eligible small businesses. Qualifying businesses include manufacturing and processing, certain tourist operations and facilities, computer software production, research and development, commercial air and water transportation, welding and machine shops, services related to the agricultural and forestry industries and film production.

The program is administered by the department. A private sector advisory board assesses proposals for recommendations to the minister of the department. Funding is provided through the Manitoba Jobs Fund.

Activities

During the period March 1985 to April 1986, 28 VCC's were formed, investing a total of $5.0 million (Province — $1.8 million; private investors — $3.2 million) in small Manitoba companies. It is expected that 423 jobs will be created or maintained from the eleven projects supported. Program totals for its three years of operation are: 65 VCC's formed, 37 companies supported, total equity investment of $14.2 million (Province — $5 million), with 1215 projected jobs created or maintained.

Of the total funds provided through the program, 70% has been invested in the manufacturing and processing sector with the balance in research and development, computer software, farm equipment repair and tourist related projects. Examples of companies assisted are: Spiroll Kipp Kelly (1984) — Winnipeg (concrete forming equipment, high-tech machining); Schmidtke Millwork — Steinbach (cabinets, millwork); ABI Biotechnology — Winnipeg; Sydor Equipment — Dauphin (farm equipment repair); and Brandon Waterslide — Brandon.

The program has assisted Manitoba investors and employees to acquire businesses which were to be divested or closed by foreign or out-of-province owners. This has ensured their continued operation here, under Manitoba ownership. Following are some examples with the former owners shown in brackets: Park City Products — Winnipeg (Beatrice Foods); Heritage Industries — Winkler (United Canso Industries); Alphair Ventilating Systems — Winnipeg (Joy Manufacturing); NEMCO Resources — Winnipeg (Turbo Resources).

The Provincial equity contribution of $262,000 to Heritage Industries, one of its major investments, has been repaid. Further pay-outs are anticipated. Five companies, all in the manufacturing sector, have closed. All were existing firms where the additional investment was designed to turn the operation around to become a profitable venture over the long term. While most of these companies were able to operate for a further one to two years following the VCC's investment, the projected markets did not develop as planned and they were unable to continue.

Youth Entrepreneurship Program

The purpose of this program is to inform young Manitobans of the career opportunities available to them as small business operators and assist them in starting their own enterprise. The program is financed through the Jobs Fund.

Activities

The program is now into its second full year of operation. The provision of information about the career option of starting businesses to students at the Winnipeg and Brandon Career Symposiums was most successful. Some 6,600 "Serious Pursuits in the Small Business World" brochures were distributed in Winnipeg and 4,500 in Brandon. The interest shown in entrepreneurship by both students and their parents is most encouraging.

Responsibility for the operation of the Manitoba Youth Business Start Program was transferred to the department in fiscal 1985/86. By the end of fiscal 1985-86 the program has assisted in the start-up of some 91 businesses ranging from a hot-house operation to retail stores and bakeries.

Manitoba Interest Rate Relief Program for Small Business

The Province implemented the Manitoba Interest Rate Relief Program in March, 1982, to provide some relief from the effects of high interest rates on small Manitoba businesses in financial distress.

Businesses eligible under the program can receive up to $6,000 a year for a two-year period. Reapplication must be made in the second year for consideration of another year of assistance.

The assistance is made up of a 50 percent grant and a 50 percent repayable loan which is interest free for two years. Assistance can be provided for up to two years and is calculated on the basis of actual interest paid.

Management counselling is an integral part of the program and is provided by program staff, the Enterprise Development Centres and the Counselling Assistance to Small Enterprise Program (CASE).

The loan portfolio of the Manitoba Interest Rate Relief Program was transferred to the Manitoba Development Corporation for continuing administration.

Regulation Review Task Force

The Regulation Review Task Force was established by the Minister of Business Development and Tourism in August of 1985. Its purpose is to study ways to reduce inefficiencies and costs due to regulatory controls, minimize time delays through the regulatory process and reduce the impact of paper flow and the time spent by small business in completing required forms. As well, the Task Force looks at ways to eliminate redundant regulations and make others more effective.

Activities

The Task Force completed public hearings in Winnipeg and the major communities throughout rural and northern Manitoba.

A wide variety of issues were raised by the public. Many of these issues were specific to the geographic area in which the concern was raised. No real common theme emerged from the hearings, with the exception of keeping government regulations affecting small business to a minimum and keeping them simple, understandable and consistent.

During the course of the hearings an agreement was signed between Canada and Manitoba on Regulatory Review.

In addition, Dunwoody & Company, a private consultant, was hired by the Department to undertake a review of six Manitoba companies in different industrial sectors, to determine what paperwork these companies actually undertake for the three levels of government in the course of a year. The consultant was also asked to estimate the time required per regulation and the costs associated.

The work is being cost-shared with Canada on a 50/50 basis. The consultant's report will become an appendix to the Task Force's final report. A meeting of the Task Force is scheduled for early April, 1987 to discuss recommendations and review the consultant's report.

Winnipeg Core Area Initiative Program

The purpose of the Small Business Assistance Program of the Core Area Agreement is to encourage the establishment, expansion and upgrading of small business in designated Key Site areas within the boundary of the Winnipeg Core Area as defined in the Tripartite Agreement.

The Small Business Assistance Program is comprised of financial contributions in the form of cost-sharing grants of up to 50 percent of eligible capital costs to a maximum of $25,000 under the Key Site Incentive Grant Program and $2,000 under the Management Development and Business Planning Program.

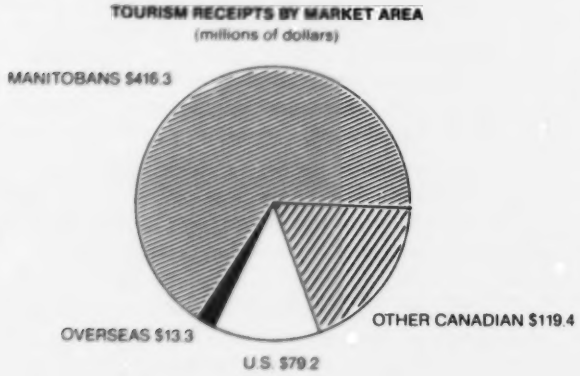
Activities

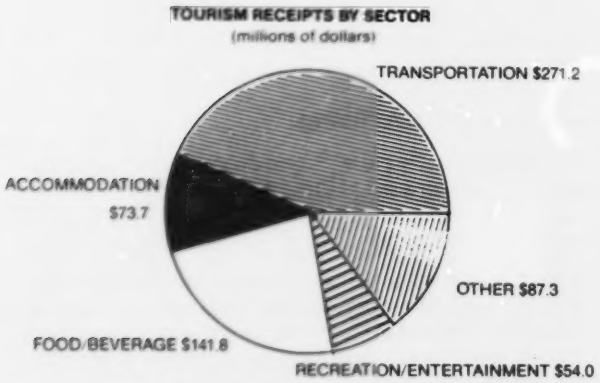
In 1985-86, sixty-two applications for assistance under the Key Site Incentive Program were approved in the amount of $904,342. This resulted in the creation of 139 jobs and the leverage of $3.5 million in private sector funds. In addition, 18 applications were approved under the Management Development and Business Planning Program representing an expenditure of $23,536.

Travel Manitoba

The role of Travel Manitoba is to provide leadership and support in shaping the future development of the tourism industry in Manitoba. This is accomplished by representing and advocating tourism interests in the development of government policies, developing annual strategic and operating plans, initiating marketing and development programs and facilitating and supporting initiatives undertaken by the private sector.

During 1985, 6,568,000 trips were made to and within Manitoba, resulting in tourism receipts of $628.2 million. Distribution of receipts by market areas and sectors is as follows:





Tourism Marketing Section

The objective of the Tourism Marketing Section is to enhance tourism spending by increasing resident and non-resident visitors at a rate which maintains or improves Manitoba's share of travel markets.

Marketing Development

Marketing development reviews, analyzes, evaluates and recommends the most effective use of resources for continuing, alternative and new programs. Additionally, it researches and prepares the marketing portion of the branch's operational and strategic plans.

The 1986-87 Marketing Plan was developed, taking into consideration economic opportunities and information provided by the tourism industry, at the joint planning session of Travel Manitoba and the Tourism Industry Association of Manitoba.

During the year, staff participated in a departmental strategic planning exercise which defined goals and objectives. This information is used to update and further develop a multi-year marketing plan.

Marketing Promotions

The Marketing Promotions program is responsible for direct marketing activities as set out in Travel Manitoba's marketing plan.

During 1985-86, Travel Manitoba participated in 10 sports and vacation shows, in Chicago (2), Omaha, Madison, Milwaukee, Toronto, Kansas City, Minneapolis (2) and Winnipeg. To eliminate duplication and to reduce costs and staff, Travel Manitoba shared a booth with the Tourism Industry Association of Manitoba at the Winnipeg show. The department also co-operated with the governments and Tourism Associations of Alberta, Saskatchewan and Canada in a special "On The Road to Expo" promotion held in Toronto.

Direct counselling was provided to about 60,000 potential visitors. There were direct requests for more than 70,000 pieces of literature. Activities undertaken at sports and vacation shows generated over 15,000 requests for information.

Travel Manitoba organized and participated in 15 mall promotions throughout primary Canadian and United States markets (9 outside the Province and 6 in-province). Where possible, Manitoba hotels, attractions and tour operators were encouraged to meet with travel agents and wholesalers to stimulate tourism in Manitoba. These promotions counselled 18,000 potential visitors and distributed 48,000 pieces of literature.

Additional program activities included participation in several co-operative promotional ventures. A contest sponsored by Travel Manitoba, radio station KFGO in Fargo, Northrup King Seeds of Moorhead and a Manitoba fishing lodge generated considerable free advertising in the northern U.S.A.

Travel Manitoba staff provided direct and written counselling to travellers interested in visiting Manitoba. More than 25,000 written inquiries for information were processed and responded to and bulk literature was dispatched to an additional 3300 people. Staff handled 7000 requests for travel information arising from a co-operative advertising program in United States publications, undertaken on a cost-shared basis with Tourism Canada.

Group Travel Marketing

The objective of the Group Travel Marketing program is to increase tourism revenue by promoting Manitoba to travel trade and convention planners as a desirable tour and convention destination. Group Travel is involved in group-tour marketing and meeting and convention marketing.

The objective of the group tour program is to increase tours to Manitoba by promoting Manitoba as a desirable destination to tour operators, wholesalers and travel agents in primary, secondary and developing markets.

Travel Manitoba and Manitoba industry suppliers participated in major tour-industry conventions and marketplaces including Rendezvous Canada, Ontario Motorcoach Association, National Tour Association and the American Bus Association. Through these prime marketing and sales venues direct contact was made with more than 250 companies in North America, Europe and Japan. Most of these organizations have expressed interest in selling travel to Manitoba.

Promotions directed at travel agents were conducted in Chicago, Milwaukee, Minneapolis, Toronto, Dallas, Houston and Denver. Exploratory marketing work was also done in the developing markets of California and Texas. Activities included personal sales calls, participation in various trade shows and direct mail.

Travel Manitoba also co-ordinated a major five-day marketing and promotional campaign in Minneapolis directed to consumers, travel trade, meetings and conventions, and the media. Forty Manitoba suppliers participated in this program.

Twenty-eight tour operators from Europe and North America were hosted on familiarization tours of the province. These tours enable group-tour professionals to see and experience Manitoba's attractions and products and to negotiate directly with industry suppliers. Twelve new tour packages to Manitoba resulted from these tours.

Group tour advertising was placed in major trade publications throughout North America in support of these and other marketing activities.

The group tour marketing program resulted in a 15% increase in the number of tours planned for the 1986 season.

The objectives of the meeting and convention program are to increase the number of meetings and conventions held in Manitoba, the number of attending delegates and the number of days that delegates spend in the province before and after meetings and conventions.

The meeting and convention program is a cooperative endeavour between Travel Manitoba and convention hotels, the Brandon and Winnipeg Convention and Visitors Bureaus, the Winnipeg Convention Centre and Tourism Canada.

Travel Manitoba and industry suppliers marketed Manitoba's meeting and convention products at major international conventions and formal marketplaces. These included the Tourism Canada programs in Chicago and Washington, the annual marketplaces of the Institute of Association Executives, the American Society of Association Executives and Meeting Planners International.

Two familiarization programs were organized by Travel Manitoba in conjunction with the Winnipeg Convention Centre, the Winnipeg Convention and Visitors Bureau and local industry suppliers to acquaint qualified U.S.-based meeting planners with Manitoba's convention products.

Assistance was provided to more than 200 organizations requiring counselling services, audio-visual assistance and delegate literature and promotional items for distribution.

In the calendar year 1985, 57,226 delegates at 216 conventions in Winnipeg generated $30,614,777 in direct spending.

Marketing Advertising

The objective of the advertising program is to generate a strong awareness of Manitoba as a potential tourist destination, to generate inquiries about travelling to Manitoba and to stimulate travel to Manitoba.

The 1985-86 advertising campaign placed a strong emphasis on Manitoba's attractions and activities to foster an image of the province as a desirable vacation destination for out-of-province visitors and Manitobans alike.

The use of the slogan "We've Got It Great" and "Foreign and Friendly," combined with vivid visuals in advertising placed in departmental publications and other periodicals, generated a strong response in most markets. Consumer research during the campaign clearly showed a high degree of retention and a strong image of Manitoba as a potential vacation destination combining rural, wilderness, urban and cultural attractions. Of particular interest to U.S. visitors is the growing awareness of Manitoba's ethnic diversity and related attractions, especially city restaurants and festivals.

Travel Manitoba Generic Advertising — 1985 - 1986

Market	Medium	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Minneapolis	TV	X	X	X	X								
	Radio			X	X	X							
	Nwsp			X	X	X							
	Insert												X
	Mag		X	X	X								X
	Sup												X
N. Dakota	TV	X	X	X	X	X					X	X	X
	Radio		X	X	X	X							
	Nwsp			X	X	X							
	Insert		X										X
Manitoba	TV	X	X								X	X	X
	Radio		X	X	X	X							
	Nwsp												
	Insert												X
	Mag		X	X	X							X	X
Sask.	TV												
	Radio		X	X	X								
	Nwsp												
	Mag		X	X	X							X	X
N.W. Ont.	TV												
	Radio		X	X	X	X							
	Nwsp		X	X	X	X							
	Insert												X

Greater advertising attention was focussed on specialty markets to support marketing initiatives undertaken by Travel Manitoba. Specialized advertising in trade magazines directed at outdoor adventure, fishing, travel agents and convention planners highlighted the specialty orientation of travel advertising.

Advertising emphasis was directed to specific market demands, using a variety of media as highlighted in the above table.

Marketing: Support Services

The Support Services program is responsible for all publications and related promotional materials for Travel Manitoba, including written, photographic, display and audio-visual materials.

A major thrust of the Support Services program during 1985-86 was the development of a detailed Publications Action Plan based upon the results and conclusions of a Review of Travel Manitoba publications prepared for the department by a consulting firm in late 1985.

The Publications Action Plan and Strategy fits in with the Advertising Plans and Marketing Strategies of Travel Manitoba which focus on a more product-specific approach with emphasis on market segmentation. As a direct result, existing publications such

as the annual Manitoba Vacation Guide and Manitoba Fishing Guide, which have been the backbone of Travel Manitoba's publications program, are targeted for major changes during the 1986-87 fiscal year.

In tandem with the preparation of the Publications Action Plan, Support Services has developed a promotional poster series for Travel Manitoba. The poster series was complemented by the introduction of both English language and French language full-colour tourist "lure" publications for Manitoba. The focus for these materials is generally the travel industry influencers in Manitoba's Canadian and U.S. markets.

During 1985-86 the Manitoba Vacation Guide and Manitoba Fishing Guide publications were produced along with other well-known publications such as the Annual Master Angler Awards booklet and the bi-annual Coming Events Guide. Distribution through departmental tourist information outlets and co-operative distribution with the Tourism Industry Association of Manitoba accounted for over 60% of stocks. In addition, media in Canada and the United States, travel planners, tour operators, business and convention and meeting planners used large quantities of Travel Manitoba publications. The initial implementation of the Publications Action Plan during 1985-86 will be followed by the development of several new publications during the coming year.

Support Services also produced feature articles and press releases on many tourism subjects, which were sent to a mailing list of about 1,700 publications in Canada, the U.S.A. and abroad, of which approximately half were electronic and print media. The mailing list was computerized during the year, making its continual updating much easier and allowing for the targeting of articles to specific geographic areas and media categories.

Travel writers and photographers, either free-lance or on assignment, were assisted in preparing stories and films on Manitoba activities and products. This included hosting writers from various national and international outdoor and tourism publications. The resulting articles had, as in the past, a publicity value of many tens of times the in-province costs of the writers' tours.

Articles on tourism appearing in North American publications were monitored by three press clipping services and showed a marked increase in coverage obtained in 1985-86 over the previous fiscal year.

Visitor Information Services Section

This Section provided trip planning assistance to 66,608 enquiries in 1985, a figure which represents about 193,170 people. Information services were provided at 10 permanent and seasonal locations. A mobile information caravan attended 11 summer fairs, festivals and special events throughout the province. In addition to our regular mobile service, a second unit was in operation in 1985. In addition to visiting eight Manitoba special events, the second mobile unit travelled to four U.S. locations, providing marketing services at U.S. county fairs.

Travel enquiries generated 65,489 computerized responses including 29,431 letters of reply. About three million pieces of travel-related literature were distributed in total.

Recorded telephone announcements, answering services and message forwarding were provided at the Legislative Building Travel Reception Centre's 24-hour visitor enquiry facility.

The Quality Assurance Program undertakes inspection, licensing and star-rating of transient accommodation facilities, to ensure product quality and maintain consumer satisfaction. Staff made 670 inspections and investigated 78 consumer complaints.

Three specialized Travel Counsellor Market Training Programs were presented to communities sponsoring visitor information services across the province.

Human Resources Development

The function of the Human Resources Development program is to co-ordinate training of personnel for the hospitality industry of Manitoba.

The program operates a hospitality resource centre with audio-visual aids, technical manuals, publications and film equipment for use by hospitality personnel and operators.

A number of effective customer services training programs have been developed. They include a skills training program offered in conjunction with the Manitoba Hotel Association; a sanitation program offered in conjunction with the Manitoba Restaurant and Food Services Association; a career awareness program offered in conjunction with the Manitoba Careers Symposium; hospitality management programs offered in conjunction with the Manitoba Hotel Association and the Manitoba Restaurant and Food Services Association; and a customer service program, Hospitality Plus, in conjunction with the Tourism Industry Association of Manitoba. The programs are offered at various locations throughout the province.

The program also provides various consulting services to tourism operators. Industry organizations also received assistance in training program development and other organizational matters. With the assistance of Destination Manitoba, this unit provided a "Train the Trainer" program for the industry.

Further program development will be implemented to suit the industry's expected personnel requirements over the next few years.

Planning and Research Section

The Planning & Research Section assists and encourages the orderly development of tourism facilities, services, attractions and provincial programs by providing tourism planning services and research coordination.

This Section coordinated the preparation of the 1986-87 Travel Manitoba Tourism Marketing & Development Plan and participated in the evaluation and extension of this departmental strategy.

Planning & Research continued to be a focal point for the preparation of annual tourism expenditure estimates and policy papers for federal/provincial relations in the tourism area.

The Section coordinated the following activities for the tourism research program:

1) pre and post testing of the 1985-86 tourism advertising campaign;
2) completion of annual tourism traffic surveys;
3) market tracking studies in Minnesota; and
4) continuation of the Accommodation Occupancy Survey through the Manitoba Bureau of Statistics.

Planning staff managed the administration, strategic research and studies, evaluation and information program under the new Canada-Manitoba Tourism Agreement. In accordance with the Agreement guidelines, an evaluation framework was initiated. In total three projects were approved during the first year of the Agreement.

Tourism Development Section

The primary function of the Tourism Development Section is to facilitate the orderly development, expansion and modernization of viable tourism attractions and facilities in Manitoba.

Tourism Development specialists provide direct consulting assistance to prospective and existing tourism operators in the province. This assistance for projects generally comprises project planning, feasibility assessment, market analysis, regulatory requirements, and financing including liaison with financial institutions and various funding agencies. During 1985-86, assistance was provided to about 450 prospective and existing tourism operators.

The development staff initiated and served on various inter-governmental and inter-departmental boards and committees such as the Winnipeg Attractions Study, Rural Tourism Resort Study, Parks-Tourism Investment Promotion Committee, Wilderness Adventure/Specialty Market Study, Wildlife Regulation Reviews and Border Water Agreements, to ensure that tourism interests were taken into account in policy and program development.

The Development Section is becoming involved in the promotion of the specific investment opportunities identified in the Rural Resort and Winnipeg Attractions studies. This will involve the preparation of site-specific investment opportunity brochures and the presentation of such information to interested investors and investment groups.

The Licensing Advisory Committee continued to advise the Minister on issuing or suspending licenses to operators of transient accommodation facilities. Development consultants provided administrative and analytical services to the Advisory Committee and coordinated departmental data for decisions in assisting new or expanding tourism facilities.

Cultural and Heritage Initiatives Section

The objective of the Cultural and Heritage Initiatives Section is to stimulate the development of new events and to improve and expand existing tourism events.

Continuing liaison is maintained with related provincial departments such as Culture, Heritage and Recreation, and Natural Resources, as well as federal and municipal agencies with respect to funding programs and regulations respecting events development within Manitoba.

The Section worked closely with other sections in Travel Manitoba providing production and organization assistance for departmental and industry initiatives such as: The Emerson Information Centre Opening; Minneapolis Blitz; Canada Week — Atlanta, Georgia; Special Library Assoc. Conference; Stonewall Quarries Official Opening; T.I.A.C. Convention; Young Presidents Assoc. Conference.

Monitoring and advisory services to Development and Marketing Sections were continued for such events as Folklorama and Festival du Voyageur. A final grant payment was made to the Western Canada Aviation Museum, completing the commitment for a successful marketing program. Further monitoring and consultation was provided to attractions such as the Ukrainian Folk Arts Centre, Stonewall Quarries and Fort Gibraltar.

Destination Manitoba (Tourism Development Subsidiary Agreement)

The Destination Manitoba Agreement was a Canada-Manitoba cost-shared tourism development pact involving $20 million, with 60 percent provided by the federal government and 40 percent by the province. Its term was extended until March 31, 1986, to use uncommitted funds.

The specific objectives of the Agreement were to develop tourism destination areas in Manitoba and to improve the productivity of tourism through joint private industry and government initiatives.

Delivery of Destination Manitoba funding is the responsibility of Travel Manitoba. A federal/provincial Agreement Management Committee is responsible for the management and general administration of the agreement.

The Destination Manitoba agreement is divided into six complementary programs. They are: Tourism Industry Studies and Planning; Winnipeg Destination Area; Rural Destination Areas; Tourism Attractions; Tourism Industry Organization; and Rural Tourism Industry Incentives.

During 1985/86 a $2,250,000 grant was approved for the North Portage Development Corporation for the development of an Imax Theatre and a related Manitoba film. The theatre will be a major attraction in the new Portage Place development. In addition, program staff monitored projects approved during previous years of the Agreement.

Canada/Manitoba Tourism Development Agreement 1985-90

The new Canada-Manitoba Subsidiary Agreement for Tourism Development was signed on May 13, 1985. This program is designed to stimulate major tourism development over a five-year period ending March 31, 1990. The design of the Agreement and its implementation includes a consultative process with the tourism industry.

The Agreement commits $30 million to the development of Manitoba's tourism industry and is cost shared 50 percent by the federal Department of Regional Industrial Expansion and 50 percent by the provincial Department of Business Development and Tourism.

Under this Agreement four destination areas have been designated as primary foci for clustered development and marketing support; Eastern Precambrian region; Lake Winnipeg Beaches/Hecla region; Winnipeg; and Riding Mountain/Duck Mountain region.

This Agreement also recognizes four specialty products for marketing and development attention: sports angling; wilderness adventure; naturalist self-education; and convention, meeting and incentive travel.

The Agreement Management Committee is responsible for the management and general administration of the Agreement and it is this Committee which coordinated the start-up of the programs.

Private sector contribution to the Agreement is ensured by the appointment of a Tourism Agreement Advisory Board and Program Review Committees for each of the seven programs under the Agreement. These committees were established during the first year of the Agreement.

The Agreement is divided into seven complementary programs which are summarized as follows:

Program 1 — Marketing Expansion

A total of $5 million has been allocated to this program which is designed to expand the interprovincial and international markets for travel to Manitoba. Activities eligible for assistance under this program include:

a) the development and marketing of new package tours to Manitoba;
b) participation in travel trade or consumer marketplaces;
c) cooperative advertising;
d) travel trade familiarization;
e) the marketing of meetings and conventions, and of major special events;
f) activities that will improve the marketing skills of Manitoba tourist operators; and
g) improvements to Manitoba's tourist information system.

A total of twenty-five project inquiries were received during the 1985/86 fiscal year.

Program 2 — Tourism Resorts, Attractions and Facilities

The objective of this program is to encourage the development and expansion of major private sector resorts, attractions and related facilities located in identified destination areas or projects serving specific specialty markets. In addition, the public sector and municipalities may apply for infrastructure support of specific private sector developments. A total of $8.0 million has been allocated for this program.

A total of twenty-six preliminary enquiries for assistance were received during this first year. Five of the applicants were requested to submit detailed proposals.

Program 3 — Winnipeg Attractions

The $9.5 million allocated to this program is to provide incentives for the development of new major attractions or expansion of existing major attractions in Winnipeg.

Four applications for funding assistance were received. This program provided $1.6 million in assistance, in conjunction with the Destination Manitoba Tourism Agreement to the North Portage Development Corporation, towards the development of an Imax Theatre in Portage Place.

Program 4 — Rural Attractions

Program Four is designed to stimulate the development of major new attractions or the expansion of existing attractions in the designated destination areas, or projects serving specialty markets. Proposals will be received from the public sector, municipal authorities and not-for-profit organizations. There is a total of $4.0 million available under this program.

Several preliminary enquiries were received during the year and departmental staff have been examining other potential projects of major significance.

Program 5 — Tourism Events

The $2.0 million in assistance available under this program is to support the organization, development and marketing of major new recurring tourism events in Manitoba, as well as supporting expansion of existing major recurring events.

Seven applications were received late in the year requesting support under this program.

Program 6 — Industry Productivity Enhancement

The purpose of this program is to improve the productivity of Manitoba's tourism industry. Activities eligible for the $0.5 million in support will be aimed at the development of human resources; improvement of operating standards and systems; and adoption of new products and technology.

In compliance with the program guidelines, nominations were requested from industry organizations for the establishment of the Tourism Industry Productivity Advisory Committee. This Committee is to be established by the Agreement Management Committee with the assistance of the industry, to review and make recommendations on requests for assistance.

Program 7 — Administration, Strategic Research, Planning, Evaluation & Public Information

Program Seven provides for the general administration, support services and public information costs of the Agreement, as well as program evaluation activities. Proposals will also be reviewed under this program for strategic research or planning activities, market assessments, or preparation of financial prospecti and investment sourcing materials. The program has a total of $1.0 million in funding.

Three projects were approved during the first year of the Agreement. Consultants prepared an evaluation framework for the new Agreement. This program identifies specific information which must be collected to enable staff to undertake an evaluation of the Agreement. Approval for a study designed to identify tourism potential in and around the Town of Gimli was given. The preparation of investment opportunity documents was approved.

The establishment of an Agreement Administrative Office, as required by the terms of the Tourism Agreement, was completed in 1985/86. This office is responsible for providing an approved public information and communication activity, liaison with the tourism industry and the maintenance of office systems to ensure adequate records are kept. During 1985/86 a communications strategy was established and approved by the Agreement Management Committee. A project tracking system was implemented to ensure up-to-date project status reports were available and a commitment accounting system was put into effect for the effective control of the Agreement budget.

manitoba
business development
and tourism

1329 niakwa road
winnipeg, manitoba
R2J 3T4

manitoba design institute

June 5, 1986

The Honourable Maureen Hemphill
Minister of Business Development & Tourism
Province of Manitoba
Room 227, Legislative Building
Winnipeg, Manitoba
R3C 0V8

Dear Ms. Hemphill:

I have the honour of submitting the annual report of the Manitoba Design Institute for the fiscal year ending March 31, 1986.

No separate financial statement is presented as all funds required by the Institute came out of the appropriations of the Business Development and Tourism Department.

The Board of Directors join me in expressing our gratitude for the support your Department has given us in the execution of our responsibilities.

Respectfully submitted,

Paul Zaidman
Vice-chairperson

PZ/jm

The Manitoba Design Institute

The Manitoba Design Institute was established by the Government of Manitoba in 1963 by an Act of the Legislative Assembly.

The Institute is an advisory body to the Minister of Business Development and Tourism to whom it recommends policy and programs of industrial design, to complement and further the Department's economic development program.

The main objective of the Manitoba Design Institute is to induce Manitoba's industrial and commercial sectors to effectively apply the industrial design process as an integral part of management operation in the manufacturing of goods and provision of services.

The Institute provides design counselling services and consulting assistance for products, graphics and packaging design. Liaison with the Department's other branches, notably financial and marketing consulting through the Winnipeg Business Development Centre, is also provided. Additionally design counselling services are provided as required to clients participating in programs administered by the Department of Industry, Trade and Technology.

Manitoba's highly diversified manufacturing base is dominated by a large number of small firms in all industries. Firms employing 50 employees or less account for over 85% of all establishments. In order for these firms to compete effectively in national and international markets, while maintaining growth and employment stability, the application of effective design is essential in providing the competitive edge necessary for success in the marketplace.

Specifically, the Manitoba Design Institute provides the following:

A. Through education:
A comprehensive design library with specialized books, periodicals and journals.

B. Through development assistance:
Counselling services of a general nature;
Specialized expertise in product, graphics and packaging;
Consultation for preparing product development plans;
Referrals to private sector design professionals;
Information, guidance and assistance regarding possible federal and provincial product development assistance programs.

C. Through recognition of excellence:
The Premier's Awards for Design Excellence are given in nine categories every two years to companies and designers who have demonstrated outstanding achievements in design.

Activities

In keeping with its mandate, the Institute actively promoted and assisted in the development of industrial design activities within the Department of Business Development and Tourism. It continued to maintain an effective interface with other government departments, agencies and design-oriented organizations. A staff complement of two professional design consultants are responsible for carrying out the various functional operations of the MDI.

A. Operations

1. **Administration**

   Executive Secretary/Design Consultant — The function of this position is one of planning, organizing and implementing programs in co-operation and on behalf of the Board of Directors and the Department as well as providing general design consulting.

   Product Development Officer/Design Consultant — The function of this position is to provide additional consulting on behalf of the MDI and the Department, as well as acting as a development officer in the consumer goods sector for Small Business Development.

   Liaison with other government departments and agencies is maintained in order to provide maximum benefits to the manufacturing and business sectors.

2. **Counselling**

   The Manitoba Design Institute provided design support to over 350 clients in Winnipeg and rural Manitoba in the form of information, advice and counselling.

3. **Design Assistance**

   Design Assistance for Small Projects, a design incentive grant to encourage Manitoba manufacturers and processors to be more competitive, was provided to 31 companies. The program, which is cost shared to a maximum of $1,000, is limited to design services only and does not cover production costs.

   In the past year, the program has supported company identity projects, product brochures and product design projects. The total dollar contribution for the 31 approved projects was $29,405.93.

Applications approved for the 1985-86 program included the following manufacturing industries:

Food & Beverage (7)	Wood Products (3)
Health Care (1)	Electronics (2)
Leisure Products (6)	Transportation Products (3)
Energy Products (2)	Light Machinery & Mfg. (7)

B. General Design Promotion

Seminars on "Effective Merchandising" developed by the MDI and Presentation Design were presented on behalf of the MDI through the Winnipeg Business Development Centre Management Training Program in cooperation with the Pembina Valley Development Corporation and the Brandon Development Centre. Seminars were held in Winnipeg, Carman and Brandon.

The MDI supported the Designed for People project in cooperation with the Manitoba Museum of Man and Nature and various professional design associations. A series of lectures encompassing industrial, interior and landscape architecture design were presented as an adjunct to the exhibit featuring the work of finalists in the Premier's Award for Design Excellence competition and the Museum's Design in Sweden Now exhibit. The MDI hosted a reception for the Swedish Ambassador to Canada and provided guided tours of various manufacturing plants in the city of Winnipeg.

C. Design Recognition

1. **The Premier's Award for Design Excellence**

   The Manitoba Design Institute, through its Premier's Awards for Design Excellence program, recognizes design achievements and accomplishments in the Province of Manitoba. The biennial competition was held October 29, 1985 at the Hotel Fort Garry.

   The purpose of the Premier's Awards for Design Excellence is to demonstrate the benefits of effective design and to recognize the contribution made by designers and enterprises to the economic, industrial and social development in our communities.

   One excellence, two merit and one honourable mention award are offered in each of the following categories:

   product design
   graphic design
   packaging and merchandise presentation
   engineering and technical design
   exhibition design
   interior design
   architectural design
   apparel design
   landscape architecture

   Four Premier's Awards for Design Excellence and one Special Award of Merit were personally presented by the Premier, Honourable Howard Pawley.

2. **Manitoba Community Newspaper Awards**

   The MDI presented its annual award for design excellence in newspaper design to the Red River Valley Echo-Altona at the Manitoba Community Newspaper Association Awards dinner held in Winnipeg.

Liaison

Close liaison is maintained with professional organizations in Manitoba that can provide practical input into the programs and activities of the Manitoba Design Institute.

Meetings of the MDI Board were held frequently in 1985-86 and directors provided liaison with the community through their business and personal involvements.

Future Planning

The MDI is presently engaged in a review of its operational activities with the intention of preparing a long range evolutionary plan that will attempt to further enhance delivery of the mandated objectives.

Business Library

Since its organization in 1967, the Business Library has grown beyond its original mandate to provide information to departmental staff from a small book collection.

Today, the Business Library's multi-media collection not only serves the departments of Industry, Trade and Technology and Business Development and Tourism, but also other government departments and agencies, the academic and business communities and, increasingly, the general public. The library's collections consist of significant serial and monograph collections, separate Reference and Government Documents Units, access to more than 300 computerized databases, as well as promotional literature and audio-visual materials.

Business Development and Tourism

Summary of Grants Paid — 1985 - 1986 Fiscal Year

1. Manitoba Horse Racing Commission	$4,713,742.85
2. Travel Manitoba	197,780.00
3. Destination Manitoba (Federal Provincial Cost-Shared)	
a) Non-Capital Grants	124,020.98
b) Capital Grants	2,572,558.34
4. Design Assistance (Manitoba Design Institute)	19,684.43
5. Counselling Assistance to Small Enterprise (CASE)	28,343.90
6. Small Business Incentive Payments	57,070.00
7. Other Payments (Towns, etc.)	72,500.00
8. Regional Development Corporations	690,800.00
9. Jobs Fund Projects	54,000.00
10. Winnipeg Core Area Initiative Payments	927,877.78
	$9,458,378.28

1. Manitoba Horse Racing Commission	$4,713,742.85
2. Travel Manitoba Grants	
Zarecki W. & Kost R.	10,000.00
Tourism Industry Association of Manitoba (Central Office)	49,900.00
Tourism Industry Association of Winnipeg (Convention & Visitor's Bur.)	36,878.00
Tourism Industry Association of Interlake Region	12,089.00
Tourism Industry Association of Central Plains	7,781.00
Tourism Industry Association of Eastman Region	13,189.00
Tourism Industry Association of Pembina Valley Region	9,134.00
Tourism Industry Association of Western Region	12,235.00
Tourism Industry Association of Parkland Region	14,545.00
Tourism Industry Association of North of 53°	18,029.00
Brandon Convention & Visitors Bureau	14,000.00
	$197,780.00
3. Destination Manitoba	
a) Non-Capital Grants	
Jegray Development	$ 5,573.08
Festival du Voyageur	26,540.00
Western Canada Aviation Museum	6,250.00
Ukrainian Folk Arts Centre	12,500.00
Folk Arts Council of Winnipeg	6,989.02
Community Folk Arts Council	3,169.00
Western Canada Aviation Museum	6,113.04
Manitoba Restaurant & Food Services Association	13,496.84
Hotel Sales & Marketing Association	6,500.00
Tourism Industry Association of Manitoba — Westman	2,820.00
Tourism Industry Association of Manitoba — Eastman	3,170.00
Tourism Manitoba — Pembina Valley	3,000.00
North of 53 Tourist Association	4,000.00
Tourism Industry Association of Manitoba	8,500.00
Tourism Industry Association of Manitoba — Central Plains	3,000.00
Tourism Manitoba — Parklands	12,400.00
	$124,020.98
b) Capital Grants	
Rainbow Stage (City of Winnipeg)	$550,000.00
Winnipeg Chinatown Development (1981) Co.	350,000.00
Winnipeg Convention Centre	550,000.00
Fort Gibraltar Foundation	52,500.00
W. Michael Sullivan Consulting Services	34,375.00
Natural Resources (Hecla Provincial Park)	260,000.00
Town of Boissevain/R.M. of Morton	15,210.00
Venture Manitoba Tours Ltd.	150,000.00
Churchill Chamber of Commerce (Munck Park)	45,000.00
Commonwealth Air Training Plan Museum Inc.	33,375.00
McCreary Agricultural Society	7,450.00
Morris & District Centennial Museum Inc.	1,500.00
Natural Resources (Oak Hammock Marsh)	45,000.00
Rossburn Agriculture Society	5,650.00
Thompson Ski Club Inc.	8,900.00
Flin Flon Chamber of Commerce	30,000.00
Town of Snow Lake	31,000.00
Parks and Recreation Board of Minnedosa	3,750.00

International Peace Garden Inc.	50,000.00
MASKWA Project Inc.	14,901.00
Miami Agricultural Society	3,758.00
Winnipeg Sports Car Club	162,900.00
Town of Stonewall	25,000.00
Ukrainian Folk Arts Centre and Museum	25,000.00
Michie's Menagerie	6,242.34
Wasagaming Properties Ltd.	2,531.00
Sea North Tours	3,750.00
Tall Timber Lodge	6,250.00
Athapap Lodge	4,090.00
Green Bay Resort	6,250.00
Black Forest Resort	6,836.00
Forall Campground	6,250.00
Silver Harbor Marina	4,000.00
Big Buffalo Cottages	5,000.00
Lee's Holiday Bungalows	6,250.00
Paint Lake Marina (1980) Ltd.	6,250.00
Viking Lodge	6,250.00
Wilderness Outfitters (1984) Ltd.	4,000.00
Colville Ventures Ltd.	6,250.00
Nanuk Enterprises Ltd.	12,090.00
Manitoba Development Corporation	25,000.00
	$2,572,558.34

4. Design Assistance (Manitoba Design Institute)	
Heritage Meat & Sausage	1,500.00
Elizabeth Warbansky Ukrainian Arts	1,000.00
Elm Park Gardens	1,000.00
Marr's Leisure Products	1,000.00
International Diatherm	1,000.00
Cyll Enterprises	1,000.00
N-Rich Plant Foods Canadian	1,000.00
FIA Interior Design Enterprises	1,000.00
Betzold Games Inc.	1,000.00
Concise Technik Ltd.	1,000.00
Sprouting Systems Integrated	1,000.00
Trygg Enterprises Ltd.	450.00
Terry Wilson Designs	1,000.00
Mr. D's Travel Company	1,000.00
Morven Marketing	179.00
Elphinstone Kobassa Inc.	1,000.00
W.A.M. Marketing	1,000.00
McCrea Farms Ltd.	1,000.00
Nemco Resources Ltd.	705.43
Omniglass Ltd.	850.00
Duraco Window Industries	1,000.00
	$19,684.43
5. Counselling Assistance to Small Enterprise (CASE)	$28,343.90
6. Small Business Incentive Payments	
Manitoba Upholstery 1983 Inc.	6,500.00
Dexmar Plastics	24,000.00
M. Construction & Woodwork	3,250.00
Z-Line Products Ltd.	1,250.00
Green Valley Feed Services	1,500.00

Messrs. Gibson, Malo & Co.	2,500.00
Peter J. Gall	3,000.00
G.S. Holdings Ltd.	1,400.00
Omer J. Ouellette	1,250.00
Black Eagle Tool Inc.	3,500.00
Jack Timlick	4,000.00
International Fur Dressers	2,000.00
Canadian Association for the Mentally Retarded	420.00
Miconex 85	1,500.00
Electronics Industry Association of Manitoba	1,000.00
	$57,070.00

7. Other Payment (Towns, etc.)

Beausejour Brokenhead Development Committee	20,000.00
Manitoba Museum of Man & Nature	10,000.00
City of Brandon	2,500.00
Town of Dauphin	20,000.00
Town of Selkirk	20,000.00
	$72,500.00

8. Regional Development Corporations

Norman Regional Development Inc.	187,300.00
Central Plains Inc.	113,300.00
East-Man Regional Development Inc.	101,500.00
Interlake Development Corporation Inc.	93,500.00
Parkland Regional Development Inc.	102,500.00
Pembina Valley Development Corporation	92,700.00
	$690,800.00

9. Jobs Fund Projects

Ancast Industries Ltd.	10,000.00
Taurus Investments Inc.	24,000.00
Manitoba Metis Community	20,000.00
	$54,000.00

10. Winnipeg Core Area Initiative Payments

Multi-Tex Design	350.00
Philip Yee	2,000.00
F.L.A. Interior Design	1,500.00
Commercial Concession	1,415.00
Acme Design Ltd.	800.00
61652 Manitoba Ltd.	1,500.00
M&F La Boutique Ltd.	2,000.00
65801 Manitoba Ltd.	1,800.00
JLE Enterprises Ltd.	2,000.00
Branches Investment Ltd.	2,446.00
TRG Data Products Ltd.	1,526.10
Multi-Tex Design	7,728.00
Turney Furs Ltd.	1,096.00
Canadian Native Handicrafts	1,128.00
I-BE-BO Limited	3,942.00
Reiss Fur Company Ltd.	25,000.00
B&J Sewing Machine Ltd.	7,967.00

Images of Judith Ltd.	11,707.50
Haddon Hall (1981) Ltd.	11,662.50
Global Video Ltd.	12,360.00
Lock Stock & Barrel Ltd.	25,000.00
Hovmand Galleries	4,691.00
Park-Rite Ltd.	8,220.00
Idea Furniture Ltd.	13,548.87
Impulse Design Accessories	3,810.00
Yee Investments Ltd.	11,500.00
Angle Travel Ltd.	14,884.50
Kings Palace Restaurant	21,030.00
Grand Garden Restaurant	12,480.29
Tai Fat Trading Manitoba	12,500.00
Target Direct Mail Inc.	7,260.76
Master Roofing Ltd.	25,000.00
Mathewson Transmission	2,051.46
Henry Carvalho and Jose	25,000.00
New Horizon Construction	12,000.00
JNA Restaurant	25,000.00
Jake's Custom Woodcraft	2,484.57
Dynasty Bathrooms Ltd.	1,937.00
Sunshine Records Ltd.	856.50
Lenn C. Yambot Tailor	11,991.00
Original Fashion Shop	2,641.00
North Winnipeg Credit	12,500.00
Wawell Meat Market	1,942.50
Todaschuk Sisters Ukrainian	8,993.00
Donut House Ltd.	7,744.00
Liberty Studios Ltd.	3,750.00
Patras Enterprises Ltd.	12,500.00
Aims Sound Shop Inc.	9,002.00
Century 21 — Carrie Real Estate	12,500.00
Eagle Lunch	7,802.00
Provencher Billiards	3,105.00
G.D.B. Consultants Ltd.	20,623.00
Prosonic Ltee.	25,000.00
Provencher Service Ltd.	10,201.00
Petit Point Gallery	7,440.44
Zimmy Enterprises Inc.	11,277.65
Parrots Ladies Wear	9,120.50
Gags Unlimited Inc.	1,505.00
International Hair Care	24,700.00
Brian Sheridan Agencies	12,142.80
Moxley's Rentals	6,780.54
61652 Manitoba Ltd.	11,750.00
Monacle Opticians Ltd.	25,000.00
Mordeb Investments Ltd.	15,792.00
Fentons Gourmet Foods	6,680.00
70209 Manitoba Ltd.	10,202.00
Tyrone Sport	6,930.80
Osborne Dairy Products	12,500.00
J&J Electronics Ltd.	1,859.86
Times Enterprises Inc.	12,500.00
FiFi's Cafe Ltd.	12,500.00
Dragon Court Enterprises Ltd.	25,000.00
454 Central Park West	12,500.00
List & Save Real Estate	18,055.00

Total Fit Sewing Centre	3,591.29
Crystal Palace Snooker	25,000.00
Winnipeg Typewriters Ltd.	2,762.00
Concourse Gallery	12,000.00
Comic World	8,163.00
Kelly's Manitoba Ltd.	10,555.00
Golden Grill Restaurant	6,772.00
Glass House Ltd.	7,358.50
Frost (78) Beauty Supply	12,500.00
House of Travel Ltd.	4,998.00
Silverman Jewellers	10,236.35
Dominion Patrol Services	5,700.00
Toyland Discount Ltd.	11,000.00
Blue Boy Cafe & Restaurant	4,117.00
M&S Meat Market	12,500.00
Lage Brothers Pianos	2,320.00
Progress Candy (1977) Ltd.	20,260.50
Towne Studios Ltd.	12,500.00
Tai Fat Trading Manitoba Ltd.	3,000.00
University of Winnipeg	10,000.00
Marvel Furnishings	4,200.00
Remlyne Enterprises Ltd.	8,751.75
Tony Santos	171.75
IC Interior Cleaning	5,707.20
	$927,877.78